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Records - Management

27 February 1968

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[redacted]

I have reviewed the papers submitted by [redacted] to OSA, OCS, ORD, [redacted] and I find it difficult to tell whether this is a good, mediocre, or bad job. I get the impression that their programs have been reviewed, perhaps superficially, and that they have been told all their problems can be solved by issuing edited versions of the Office of Communications records regulations. If the regulations are adopted and there is any virtue in uniformity, they will all have the same kind of records programs, Conserv-A-File storage and Pitney Bowes mailing tables and sorting racks in their registries. We have no way of telling from these papers whether he actually did anything or whether he just recommended. There is no evidence that any new procedures were installed or old ones modified and there is nothing to tell whether new or revised schedules were established and if so what they are and whether they are any good. There is no suggestion of an adequate study. There are recommendations for what each of the offices should do - but it seems to me that [redacted] should have been doing them while he was there.

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I have the impression that these studies were approached as though [redacted] were an entrepreneur or private consultant engaged by each of these offices directly. The fact is he is working for you as Chief of the Records Administration Branch and it is the Records Administration Branch that has been asked to offer assistance. Certainly it is the Records Administration Branch that is going to be judged and held accountable for whatever results there may have been from these efforts. [redacted] should realize that he is acting as your agent in performing this work and his first responsibility is to you for the quality of the work he does and the actions he recommends. You should require that you be kept fully informed with some reasonable periodicity of the findings and progress during the course of these studies and probably should participate in the formulation of the conclusions and recommendations. Certainly no report should be submitted directly to the customer component by the analyst. Ordinarily I would expect that reports of survey and recommendations would be submitted to the senior level of management in the component concerned from the Chief, Support Services Staff. Occasionally it might be appropriate for the report and recommendations to be submitted to a different management level from the Chief of the Records Administration Branch. The protocol can be determined in individual cases according to the circumstances prevailing in

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each instance, but don't think the analyst should ever report to the customer himself.

Perhaps we should discuss exactly what a survey of this kind, or the kind Rita did in OTR, is supposed to accomplish. What exactly are the objectives?

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RHW

DDS/SSS/RHW:jms (27 February 1968)

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